The Challenge:
As part of the LAXceptional Xperience program, the LAX guest experience initiative strives to unite the entire LAX airport community with a common, guest-centric vision. The fifth busiest airport in the world, LAX is comprised of 9 terminals, covers 3,500 acres and serves nearly 85 million travelers annually. Due to the ever-expanding volume of passengers at LAX, the challenge of the LAX guest experience initiative is to reach and engage 54,000 employees (only 3,500 of whom are LAWA) to provide an efficient, hospitable, and memorable airport experience to every guest.

The Solution:
The LAXceptional Xperience initiative is a multifaceted approach to optimize guest satisfaction and involves a $17-billion investment in facilities, process efficiencies, ambiance, and people who work and do business at LAX. To institutionalize the guest experience initiative airport-wide, in 2017, CSE designed and began implementing a comprehensive strategy of training, mystery shopping, performance management and rewards and recognition for Gold Star Performance. In collaboration with the LAX Guest Experience Partners Council, CSE initiated a thriving airport service culture across LAX departments and service entities, resulting in higher levels of satisfaction to both guests and airport employees. Strategic components include:

- Airport-wide service standards
- Custom interactive training
- “Train the Trainer” program
- Training impact communications plan
- Airport-wide mystery shopping
- Performance coaching/consulting
- Motivating rewards and recognition program

Results and Details:

**ACI/ASQ:** The ACI (Airports Council International) ASQ (Airport Service Quality) benchmarking program provides quarterly guest satisfaction scores for 300 airports, ranked on a scale of 1-5. 69% of guests gave LAX a score of 4 or 5 for overall satisfaction in the first quarter of 2018. LAX ratings have improved 4.6% since 2016.

**SKYTRAX:** For Skytrax’s annual Top 100 Airports Worldwide survey, LAX ranked 9th of 15 U.S. airports in 2018. More impressively, LAX jumped to #72 world-wide, a 25% improvement from the #98 position in 2015. Scores are based on a traveler experience survey of 550 airports worldwide.

- 2015 – LAX was ranked #98
- 2016 – LAX was ranked #91
- 2017 – LAX was ranked #86
- 2018 – LAX was ranked #72
CASE STUDY: LOS ANGELES INTERNATIONAL AIRPORT

July 16, 2018

J.D. POWER: In the J.D. Power 2018 Guest Satisfaction Survey of 64 North American airports, LAX has climbed 23 points from 712 to 735 (on a 1000 point scale) since 2017—a 3.2% increase and the largest improvement in its “mega airport” size category.

iCARE Training Participation May 2017-June 2018:
• 12,701 employees have been trained on iCARE standards (3,299 LAWA and 9,402 non-LAWA)
• 173 iCARE trainers have been certified on iCARE standards through “Train the Trainer” workshops

Computer Based Training (CBT) Launched June 2018
In one month a total of 1300 employees have completed iCARE training via CBT.

Mystery Shop Results:
Findings are based on 2,579 mystery shops conducted July 2017 through June 2018 evaluating the delivery of iCARE Standards.

Gold Star Service Rewards and Recognition Program:
The first-of-its-kind in the airport industry, the LAX Gold Star Service Rewards and Recognition Program launched in February 2018. Both passengers and employees can recognize the execution of iCARE behaviors.
• Total Passenger Recognitions: 193
• Total Employee Recognitions: 667
• Total Recognitions – 860

Public Service Team Accomplishment Award
In July 2018, the Greater Los Angeles Federal Executive Board awarded the “Public Service Team Accomplishment Award” to LAX, along with TSA. The collaboration of LAWA and TSA stakeholders propelled the success of the iCARE training initiative, eliciting an enthusiastic response from the LAX/TSA workforce: “Everyone who takes the training is excited that finally, as a team, all employees working at LAX receive the same customer service training.”